

STATEMENT OF WORK
Product Development Lead (PDL)
Program Moderator/Facilitator

Purpose

This procurement is for services to facilitate and moderate classes for the Product Development Lead (PDL) program at the Goddard Space Flight Center in Greenbelt Maryland. This program is designed to enhance the technical skills of GSFC employees.

Background

The Applied Engineering and Technical Directorate in collaboration with the Office of Human Capital Management (OHCM) have a commitment to deliver technical training for product development leads (PDLs) as well as those aspiring to be PDLs. The current PDL program was developed in 2011 and implemented in 2012 and currently is being offered and updated as necessary.

Delivering mission and instrument hardware/software has become increasingly challenging due to the constrained budgets and technical complexity of NASA's science missions. The cost, schedule and technical performance responsibility for delivering mission subsystems now lies with mid-level engineers who may have the technical experience required but lack the programmatic and team leadership knowledge, skills and tools to deliver within resource constraints.

PDL is designed to provide a disciplined approach in training and preparing knowledgeable experienced individuals who accept the ownership, responsibility, and accountability for developing and delivering their assigned flight mission subsystems that meet technical requirements within cost and schedule constraints. This course provides current or newly assigned Product Development Lead (PDL) Engineers with practical application learning activities to emphasize and reinforce key subject areas relevant to PDLs.

Scope

The contractor shall be responsible for facilitating, evaluating, and providing feedback on 4 offerings of the GSFC Product Development Lead (PDL) workshops; facilitating four (4) focus groups; conducting and providing feedback on dry runs/peer reviews for workshops being modified that would entail 10 days; developing a curriculum guide/template for workshop leads to streamline and standardize presentations; conducting technical facilitation/presentation skills workshops for adjunct instructors and providing one-on-one feedback that would entail 3 days of meetings and workshops; and providing consultation for up to (3) e-learning modules.

This work includes the full spectrum of orientation and workshops for each session, Winter or Spring and Fall. There will be a total of 4 PDL offerings in 2015 and 2016 in which each offering includes six (6) workshops and one (1) orientation that ranges from half-day to full day workshops.

PDL Training Program Architecture

The following screen shot provides an overview of the PDL program. Note that the PDL program has an internal GSFC website that contains programmatic information from individual workshop specific information including slides, objectives, presenters, and course schedules.

Core Workshops

The training material is broken up into 6 core areas. Click on any of the areas to find out more information on that area.

The orientation class will introduce management and PDL training participants to the program and give them an overview of what they will be learning

| Workshop #1 | Workshop #2 | Workshop #3 | Workshop #4 | Workshop #5 | Workshop #6 |
|--|---|--|--|--|---|
| <u>PDL Role throughout Project Lifecycle</u> | <u>Setting to Good Requirements/Risk Management</u> | <u>Schedule Matters</u> | <u>Cost Estimation and Tracking</u> | <u>Maximizing PDL Progress</u> | <u>Leadership for PDL's Sake</u> |
| Topics Covered: - PDL Subsystems Responsibilities - PDL Deliverables - Documents Overview | Topics Covered: - Requirements Development and Management - Requirements Relationships - Interface Requirements - Relationship between Req's and cost/schedule - Risk Management | Topics Covered: - Creating a schedule - The schedule tool - Slack or margin - The meaning of critical path | Topics Covered: - Estimating Cost - Agreement on a Baseline Cost - Tracking and Reporting Cost - Staying in the Cost Box | Topics Covered: - Building a Product Plan - Management Tools - Negotiating Basics | Topics Covered: - Team Leadership - Building a Team - How to Influence while Leading - Making Decisions |
| Dave Raphael/566 | Steve Schmidt/592 | Dlep Nguyen/555 | Robert White/490 | Jon Vervin/585 | Leigh Forber/595 & Juan Rivera/500 |

The contractor shall be the moderator/facilitator of the above mentioned program.

The moderator/facilitator shall:

- Interface with the GSFC PDL Project Manager (PM) on all program related issues.
- Interface with the GSFC COR on all administrative and logistical issues.
- Manage classroom dynamics during instructional delivery.
- Moderate panel discussions involving technical experts when assigned.
- Conduct session on presentation delivery strategies, tips, and guidance to the PDL instructors and individually with instructors as needed.
- Provide strategies for enhancing the content and improving the delivery of the PDL workshops at the end of each session where needed.
- Assist with program evaluation and assessment activities.
- Introduce all GSFC speakers and external vendors (if applicable).
- Provide liaison with instructors and guest speakers.
- Distribute and collect program evaluations.
- Respond to inquiries from participants and GSFC management.
- Complete other duties that arise in direct relation to the delivery of PDL Training.
- Submit in written form to the PDL Project Manager all questions or concerns that were not fully answered or resolved during the workshop sessions.
- Provide instruction during Workshop 6 - Leadership for PDL's Sake on feedback, delegation and other topics as needed.
- Take attendance during each day of each Workshop and deliver to GSFC management
- Conduct wrap up discussion with participants at conclusion of each session of Workshop 6 Leadership for PDL's Sake of PDL Training. Capture participant's comments and deliver in written form to the PM.
- Provide to PM evaluation and recommendations for improvement on each workshop's instruction and content using level one evaluation data and own observation within two weeks or survey closing.
- Provide PM written, overall feedback that includes recommendations and observations from each workshop as well as the overall program for each offering.

Performance and Schedule

The period of performance is July 14, 2014 to July 13, 2016. The proposed dates the contractor

Proposed dates for 2014

July 15 – telecon - 1PM to 3PM Review all feedback and decide plan for priority changes for next session

July 22-23 – in person – 9AM to 5PM Review feedback and required changes with each of the Workshop Leads
 August 5 – telecon 3:30PM – 4:30 PM Cost Workshop working meeting
 August 22 – in person Cost workshop focus group facilitation (date may change)
 September 16-18 – in person – 9AM to 5PM Working meeting with Workshop leads (may include presentation skills)
 Oct 21-23 – in person – 9AM to 5PM Working meeting/peer review of Workshop content and facilitate level 3 participant survey group
 Nov 5-6 – in person – 9AM to 5PM Working meeting/peer review of Workshop content

Proposed dates for 2015

See schedule for Jan - March 2015 and Sep - Nov 2015 classroom facilitation dates

In addition to the attached schedule there are the following meetings:

June 17th – in person -9AM to 2PM – Facilitation of participant feedback level 3 survey session and meeting to review all feedback and make priority plan for changes

June 24th – telecom - 1PM to 3PM Review all feedback and decide plan for priority changes for next session

Proposed dates for 2016

See schedule for Jan – March 2016 classroom facilitation dates

In addition to the attached schedule there are the following meetings:

June 15th – in person 9AM to 2PM – Facilitation of participant feedback level 3 survey session

June 22th – telecom 1PM to 3PM Review all feedback and decide plan for priority changes for next session

The contractor shall moderate the orientation and each workshop for each session. The proposed workshop dates for the Winter 2015 offering is as follows:

| | Orientation | PDL Role Throughout Lifecycle-#1 | | Getting to Good Requirements/ Risk Management - #2 | |
|-----------------|-------------------------------|----------------------------------|-----------------------------------|---|-------------------|
| Date | January 13, 2015 | January 14, 2015 | January 15, 2015 | January 28, 2015 | January 29, 2015 |
| Time | 9:00am-12:00pm | 9:00am-12:00pm | 9:00am-12:00pm | 9:00am - 4:30pm | 9:00am - 4:30pm |
| Location | Bld 1/E100D | Bld 1/E100E | Bld 1/E100E | Bld 1/E100E | Bld 1/E100E |
| | Schedule Matters - #3 | | Cost Estimating and Tracking - #4 | | |
| Date | February 11, 2015 | February 12, 2015 | February 24, 2015 | February 25, 2015 | February 26, 2015 |
| Time | 9:00am - 4:30pm | 9:00am - 4:30pm | 9:00am - 4:30pm | 9:00am - 4:30pm | 9:00am - 4:30pm |
| Location | Bld 1/E100E | Bld 1/E100E | Bld 1/E100E | Bld 1/E100E | Bld 1/E100E |
| | Navigating PDL Processes - #5 | | | Leadership for PDL Sale - #6 | |
| Date | March 10, 2015 | March 11, 2015 | March 12, 2015 | March 25, 2015 | March 26, 2015 |
| Time | 9:00am-12:00pm | 9:00am-12:00pm | 9:00am-12:00pm | 9:00am - 4:30pm | 9:00am - 4:30pm |
| Location | Bld 1/E100E | Bld 1/E100E | Bld 1/E100E | Bld 1/E100E | Bld 1/E100E |

The proposed dates for the Fall 2015 offering is as follows:

| | Orientation | PDL Role Throughout Lifecycle - #1 | | Getting to Good Requirements - #2 | |
|-----------------|-------------------------------|------------------------------------|-----------------------------------|-----------------------------------|--------------------|
| Date | September 14, 2015 | September 15, 2015 | September 16, 2015 | September 29, 2015 | September 30, 2015 |
| Time | 9:00am-12:00pm | 9:00am-12:00pm | 9:00am-12:00pm | 9:00am - 4:30pm | 9:00am - 4:30pm |
| Location | Bld 1/E110E | Bld 1/E110E | Bld 1/E110E | Bld 1/E110E | Bld 1/E110E |
| | Schedule Matters - #3 | | Cost Estimating and Tracking - #4 | | |
| Date | October 7, 2015 | October 8, 2015 | October 20, 2015 | October 21, 2015 | October 21, 2015 |
| Time | 9:00am - 4:30pm | 9:00am - 4:30pm | 9:00am - 4:30pm | 9:00am - 4:30pm | 9:00am - 4:30pm |
| Location | Bld 1/E110E | Bld 1/E110E | Bld 1/E110E | Bld 1/E110E | Bld 1/E110E |
| | Navigating PDL Processes - #5 | | | Leadership for PDL Sake - #6 | |
| Date | November 2, 2015 | November 3, 2015 | November 4, 2015 | November 17, 2015 | November 18, 2015 |
| Time | 9:00am-12:00pm | 9:00am-12:00pm | 9:00am-12:00pm | 9:00am - 4:30pm | 9:00am - 3:00pm |
| Location | Bld 1/E110E | Bld 1/E110E | Bld 1/E110E | Bld 1/E110E | Bld 1/E110E |

The proposed dates for the Winter 2016 offering is as follows:

| | Orientation | PDL Role Throughout Lifecycle - #1 | | Getting to Good Requirements/ Risk Management - #2 | |
|-----------------|--------------------------------------|---|--|---|-------------------|
| Date | January 11, 2016 | January 12, 2016 | January 13, 2016 | January 26, 2016 | January 27, 2016 |
| Time | 9:00am-12:00pm | 9:00am-12:00pm | 9:00am-12:00pm | 9:00am - 4:30pm | 9:00am - 4:30pm |
| Location | Bld 1/E100D | Bld 1/E100E | Bld 1/E100E | Bld 1/E100E | Bld 1/E100E |
| | Schedule Matters - #3 | | Cost Estimating and Tracking - #4 | | |
| Date | February 10, 2016 | February 11, 2016 | February 22, 2016 | February 23, 2016 | February 24, 2016 |
| Time | 9:00am - 4:30pm | 9:00am - 4:30pm | 9:00am - 4:30pm | 9:00am - 4:30pm | 9:00am - 4:30pm |
| Location | Bld 1/E100E | Bld 1/E100E | Bld 1/E100E | Bld 1/E100E | Bld 1/E100E |
| | Navigating PDL Processes - #5 | | | Leadership for PDL Sake - #6 | |
| Date | March 8, 2016 | March 9, 2016 | March 10, 2016 | March 21, 2016 | March 22, 2016 |
| Time | 9:00am-12:00pm | 9:00am-12:00pm | 9:00am-12:00pm | 9:00am - 4:30pm | 9:00am - 4:30pm |
| Location | Bld 1/E100E | Bld 1/E100E | Bld 1/E100E | Bld 1/E100E | Bld 1/E100E |

The PM shall have the option to assign appropriate designee(s) to sit-in and participate in the training session in addition to the 30 students.

The PM shall coordinate the scheduling of any guest speakers or external speakers and all logistical arrangements associated with the participation of guest speakers.

The PM shall have the option to recommend sub-contractors to the contractor, as appropriate.

GSFC may, at its option, cancel any course with less than 18 participants within 10 working days of the scheduled start of the course. The canceled course may be rescheduled.

GSFC Staffing

GSFC shall provide a PDL project manager who will provide general management, oversight, guidance, direction to the contractor during all phases of this contract.

GSFC shall provide a Contracting Officer's Representative (COR), who will provide technical guidance and direction, as appropriate, to the contractor during all phases of this contract.

Contractor Staffing

The contractor shall provide a Project Manager for PDL activities to coordinate with the COR, and staffing to accomplish the services required by this Statement of Work. The Project Manager shall be designated as a key person. Said contractor project manager shall:

- Interface with GSFC COR on all administrative and logistical issues.
- Provide liaison with instructors and guest speakers.
- Maintain records/collect evaluations.
- Prepare and distribute course materials.
- Assure that classroom is prepared and properly equipped for each offering.
- Respond to inquiries from participants and postal management.
- Perform other duties that arise in direct relation to the moderation/facilitation of the PDL program.

Qualifications for Key personnel

The contractor shall engage personnel for the tasks set forth in this statement of work that have experience moderating/facilitating training development courses designed that are technical in nature.

Moderators/Facilitators

The moderators/facilitators must have experience in teaching and facilitating teams and in a classroom environment. Moderators/facilitators are required to have the skills to moderate/facilitate to participants who are primarily in technical positions.

Contractor Travel

The contractor shall provide concise, accurate and fully detailed invoices identified by course offering.

Program Evaluation

The contractor shall administer and collect participant feedback (customer satisfaction) evaluation forms provided by the PDL Project Manager.

Program Property and Materials

GSFC owns all PDL content and materials. GSFC shall provide:

- The program schedule.
- GSFC shall provide classrooms to accommodate up to 30 participants.
- GSFC shall provide standard classroom equipment which includes chairs, tables, flip charts and markers, paper and pens/pencils, video-data projector, DVD and monitor as needed and requested by the contractor.
- List of scheduled participants.

Training Location

Physical location of the training facility:

Goddard Space Flight Center
8800 Greenbelt Road
Greenbelt MD 20770